AMERICA'S BUILDERS

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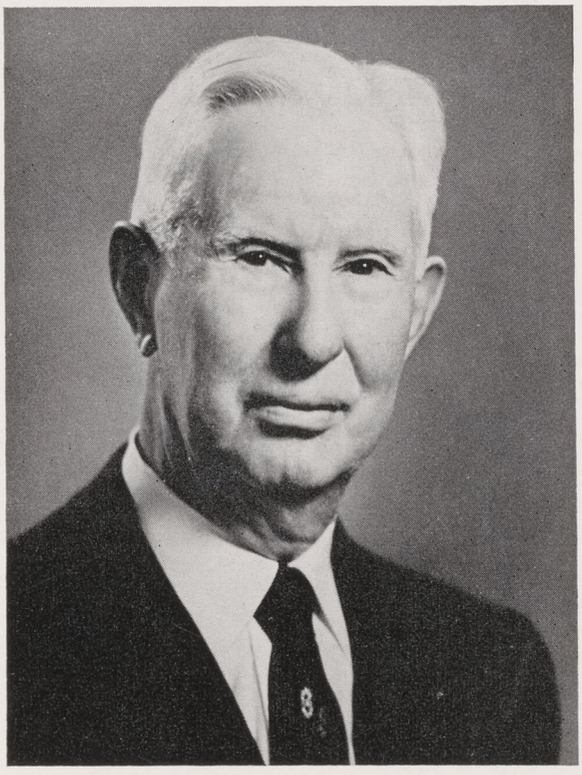
GUY F. ATKINSON COMPANY



Guy F. Atkinson

The history of the Atkinsons—now in their fifth generation in construction in the United States—is the normal story of a small beginning and then gradual achievement of success in a firm's chosen field. Starting in the early 1830's this construction family commenced business in the East and gradually moved West; while at the same time their business has steadily grown until now Guy F. Atkinson Company has become one of the acknowledged leaders in the world wide construction industry. They have completed several hundred contracts totalling over $1,750,000,000 and have a young and vigorous organization looking forward to the future. The history of the company is, of course, the story of the Atkinsons—but it also includes the many loyal Northcutts, Sinfields, Holts, Mortons, Heimsoths, Fergusons and countless others who have worked to make it a success.

John Atkinson, Guy's grandfather, had immigrated

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from Yorkshire in England to Canada and thence to Pennsylvania. There in 1830 he started out in the masonry contracting business and was later succeeded in this by his son, George W. Atkinson, who was born on the family farm near Freeport in 1836. George followed his father into the business, and they built stone and brick structures, culverts and embankments for the Pennsylvania Railroad, and also several of the early oil pumping stations.

George had six sons, and all of them followed his footsteps and became contractors. In those days, the easiest way to get into the business was first to become a bricklayer, then to take small masonry contracts, and then to develop a building and later a general contracting business. Thus, all five of Guy's older brothers learned the bricklaying trade before entering the business. The family moved from Pennsylvania to Iowa in 1883, then in succession to Nebraska and later Kansas and finally to Colorado Springs, Colorado in 1889. There George set up a permanent business; and either as individuals or in partnerships between themselves, he and his sons successfully completed many major building projects in the mid-West area. One of the largest of these was the School for the Deaf in Colorado Springs, a project which would, in these days, be a major structure.

Guy grew up in the contracting atmosphere, and after two years of high school, entered his father's office in 1891 at the age of 16. He started at the then good salary of $30.00 a month because he was "able to furnish his own typewriter"—which he was buying at the rate of $2.50 a month. With his greatest interest then in the business side of construction, Guy soon became Chief Estimator and Office Manager for the firm. At twenty-one he became a full partner in George W. Atkinson & Sons and has since that time been active in business for himself.

These were days of experience in building construction in Guy Atkinson's career. Doing business under different partnerships, the family completed large contracts in Kansas City, Colorado Springs, Ft. Russell, Ft. Des Moines and Ft. Douglas during the years between 1896 and 1909. During this period Guy bid successfully in his own name on a project at Ft. Des Moines, and hired a young timekeeper named Elmer Kier who later became an important western contractor in his own right, and in that capacity participated in numerous joint ventures with the Atkinsons.

The year 1911 marked a move to the far West and the beginning of a new phase in the history of Guy F. Atkinson Company. Guy opened an office in Los Angeles, and with his "one full-time employee"—engineer Frank B. Cunningham—bid building job after job in that highly competitive area. However, it took months of fruitless bidding before they finally secured a small contract at Ontario, and later the Post Office building at Riverside.

In 1914, on one of the first jobs opened for bid by the newly created California Highway Department, Guy bid with his brother, Lynn, for the construction of a twenty mile section of concrete highway beginning about ten miles south of Bakersfield and extending south to Grapevine Station. As this was a very tough job, they were the only bidders, and the bid was finally thrown out. However, when bids were called a second time and they still were the only bidders, the State awarded them the contract. The paving was 4" thick and 15' wide and is still in place after having been "half-soled" two or three times. Their battle with the California desert was won by the use of 27 miles of narrow gauge railroad, and served to establish the Atkinsons as major highway contractors.

They later resumed bidding, but still met terrific competition. So in 1918 the Los Angeles office was closed, and Guy and his family moved to Portland with the intention of entering the lumber business. His interest here has been a continuing one, and at various times the company has owned and operated sawmills and has considerable timber holdings at the present time. However, he soon found that he could not give up construction, and began bidding Oregon and Washington highway and building jobs. He found that competition here was tough also, and he was not a successful bidder on any of them.

Early in 1921 Guy was back in California on a quarter million dollar contract for concrete pavement across more desert, this time near Coalinga. This was followed by a half-million dollar contract near Eugene, Oregon building 24 miles of highway through the rugged Coast Range mountains where no road had been before. Guy managed this work personally; and here for the first time he hired Jack Sinfield and Ray Northcutt who later became key members of the organization. It was during this period that Guy's son, Geo. H. Atkinson, now President and General Manager of the company, was learning the construction business as his father had done before him—from the ground up.

These rough construction jobs whetted Guy's ambition to bid larger and heavier contracts. With his nephew, Lynn Atkinson, Jr., he began to bid for the construction of the large dams that were starting to be built in the West. In the fall of 1925, Guy joined Lynn

George W. Atkinson and his sons, John, Charles, Lynn, Sr., James, Walter, and Guy.

and W. A. Kettlewell (who were already the low bidders) in a contract for the construction of Pardee Dam on the Mokelumne River in California. The job finally amounted to more than $6,500,000, the largest of its kind at that time. The most advanced methods in dam construction were used, one of the most spectacular of which was the automatic aerial tramway which transported aggregate for several miles from its source in old gold dredge tailings to the mixing plant (the contractors ran the sand over mining riffles and took another 1¾¢ in gold per yard out of this twice-worked material). Pardee Dam became a show place of the latest construction practices in heavy dam building. Guy was Resident Manager and was actively assisted by W. A. "Bill" Kettlewell.

George Atkinson's first job as Manager was on a section of the Oregon coast highway which was carried on in 1927-28 at the same time that Pardee was under construction. Again the Atkinson Company pioneered in construction equipment by bringing the first 1 cu. yd. Bucyrus diesel shovel to Oregon.

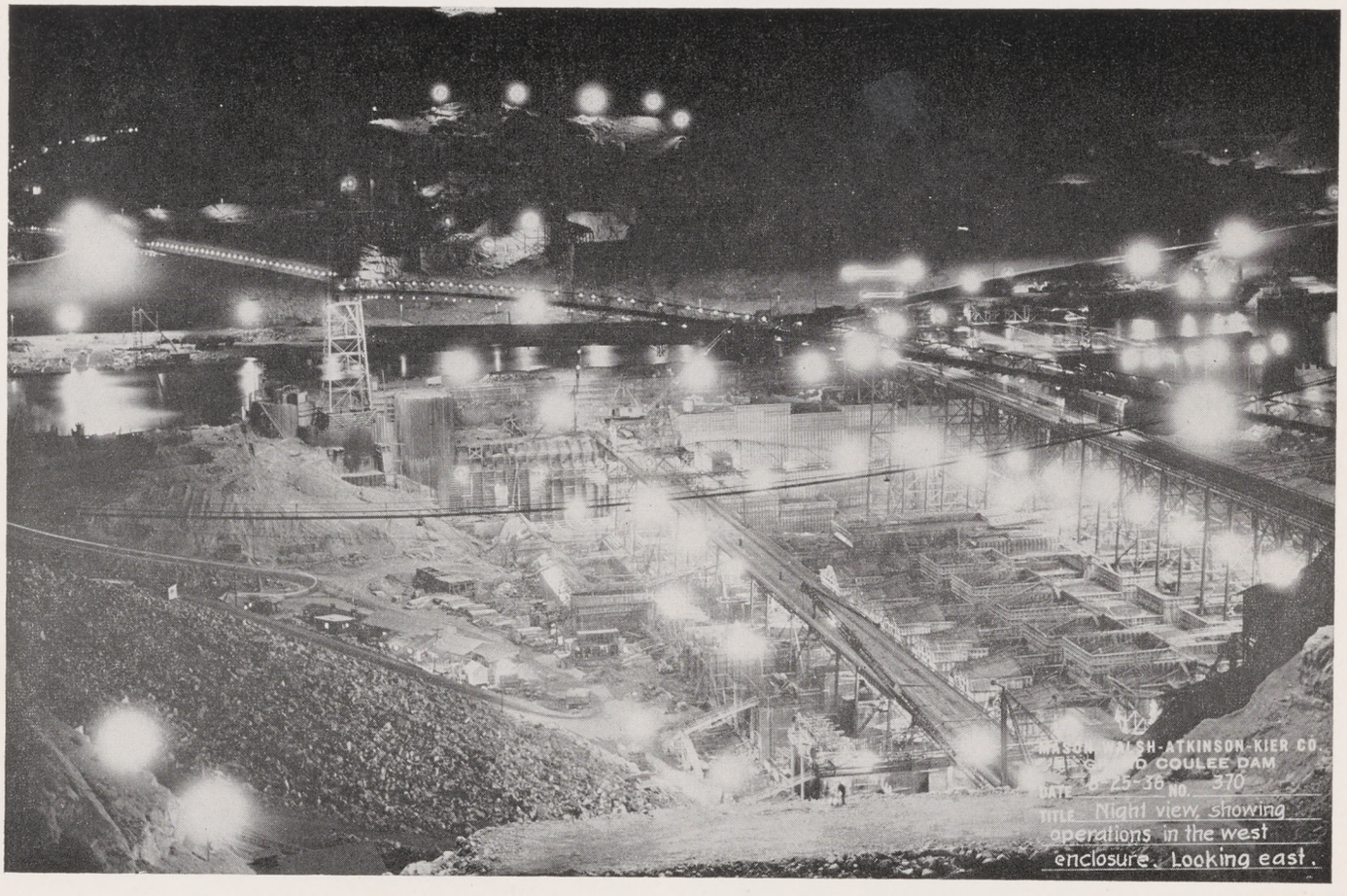
In 1929 the present Guy F. Atkinson Company was officially formed as a partnership between Guy and his sons, George and Donald. The latter did not remain in the construction business long, and has since become a successful rancher in Canada. Offices of the "new company" were opened in San Francisco. Ray Northcutt, who had been on several of our projects with George and who later was to become one of Guy F. Atkinson Company's vice presidents, was employed as the "one full-time man" in the new firm. The first project of the re-organized company was a four mile

Colorado School for the Deaf—1888

section of highway near Goldendale, Washington. The company bought a used 2 cu. yd. 50-B Bucyrus shovel for this contract, the first of its size in the State. It also invested in three 8 cu. yd. Sterling dump trucks, and this $19,500 investment was certainly a large one for the young company. George and Ray both moved to this job and shared the management and office duties.

During this period the company built the Monterey Breakwater and later the heavy San Gabriel Mountain Road in Southern California, George being Manager; Ray Northcutt, Assistant Manager; and Jack Sinfield, Excavation Superintendent, on each of them. This last project was done during the depression and was one of the few U. S. Government jobs then underway. When the banks all closed in 1933, Guy went to the Treasury Department in San Francisco and got his monthly estimate in gold certificates. Thus the company was one of the few firms who could actually pay their men and other bills during the ensuing few days. During this period the company unsuccessfully figured many large projects including Pine Canyon Dam, both San Gabriel Dams, and the Columbia River Jetty; and were terribly disappointed on Boulder Dam when—after having had a combination arranged with a major Eastern contractor and having their bid all worked out—their pre-bid financing failed and they were unable to bid. However, the young company was establishing itself as one of the leading engineering construction firms on the Pacific Coast, and shortly thereafter it was to begin its next period of expansion.

In order to combat the depression, the Government organized the P.W.A. program and it commenced to expedite construction projects all over the country. One of the first of these was the large Bonneville power project, and Guy F. Atkinson Company obtained the first major contract there in February 1934—a $1,400,000 job for the Lock and Powerhouse excavation. This was a rush job which entailed both difficult excavation

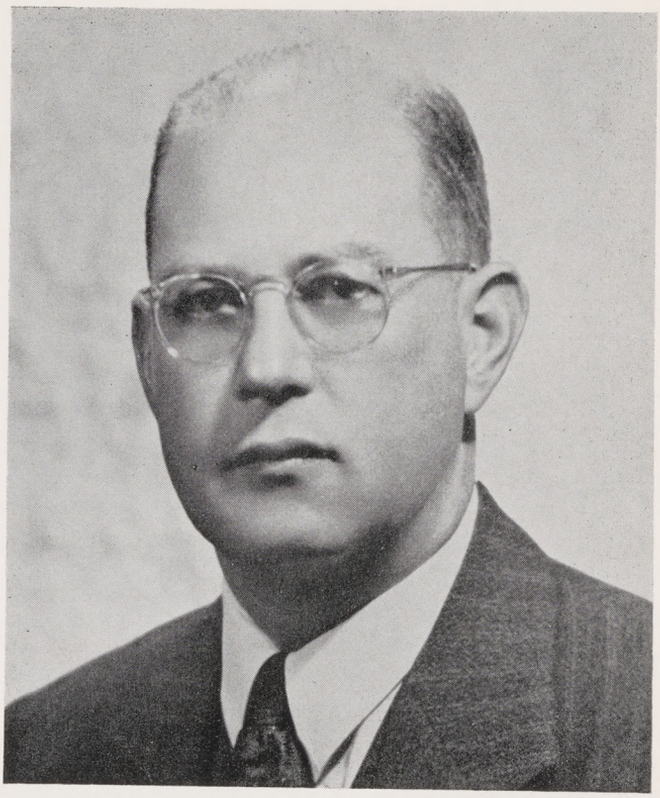


Night view of Grand Coulee Dam construction operations within the West Side Cofferdam—1936.

and a very large amount of pumping. Due to the necessity of an early start, their equipment was shipped from Southern California, traced through the various freight yards, and was at work at Bonneville in some seven days after the letting—a record which will probably stand for some time. George Atkinson was again Manager; Ray Northcutt, Assistant Manager; Jack Sinfield, General Superintendent; and C. E. Ferguson, Master Mechanic on this work. During this same period the company joined Winston Bros. Company in two heavy jetty repair contracts at the mouth of the Columbia River. Bill Gardiner represented Winston and Earle Holt represented Atkinson on this work.

Although the company bid on the Bonneville Main Dam and later the main Powerhouse contracts there, it was not successful on either; but as a result of the association formed thereon with the Silas Mason Company, it was agreed that Atkinson-Kier would join them in the bidding of the immense Grand Coulee contract let in 1934. After taking in the Walsh Construction Company and the Thompson-Starrett Company as partners, the job was bid at a figure of $29,339,301. The only other bid was that of the Six Companies group led by Henry Kaiser, who bid at $34,555,582. The original job covered a so-called "low" dam with a large concrete downstream cofferdam which was to serve as the toe for an eventual large dam. After the contract was under way, the Bureau of Reclamation changed to the "high" dam plan, and gave MWAK a change order covering the foundation portion of the entire dam. This was by far the largest job in the world at the time it was being built and was really a tremendous project. From 2500 to 4500 men were employed over a period of 3½ years and many "world's largest" and "newest" records were made. Silas Mason was Chairman; Tom Walsh, Sr., President; and Guy Atkinson, First Vice President; while H. L. "Doc" Myer was the first Job Manager; with George Atkinson, Assistant Manager; Francis Donaldson, Construction Manager; C. D. Riddle, Project Engineer; and Harvey Slocum, General Superintendent for the contractors. Later Myer resigned and George Atkinson, at the age of 31, became Job Manager for the balance of this difficult contract which finally totalled $39,400,000. This work in a large organization with its many problems of plant design, major water control, heavy excavation, mass concrete production, labor and organization certainly broadened the Atkinsons' experience; and from that time on they have been among the recognized leaders in the construction world. During this period Guy F. Atkinson Company was incorporated in 1934. The partnership concept was continued, however; and both Guy, as Chairman, and George, as President, have retained equal powers and duties—one of the few corporations in the world so organized.

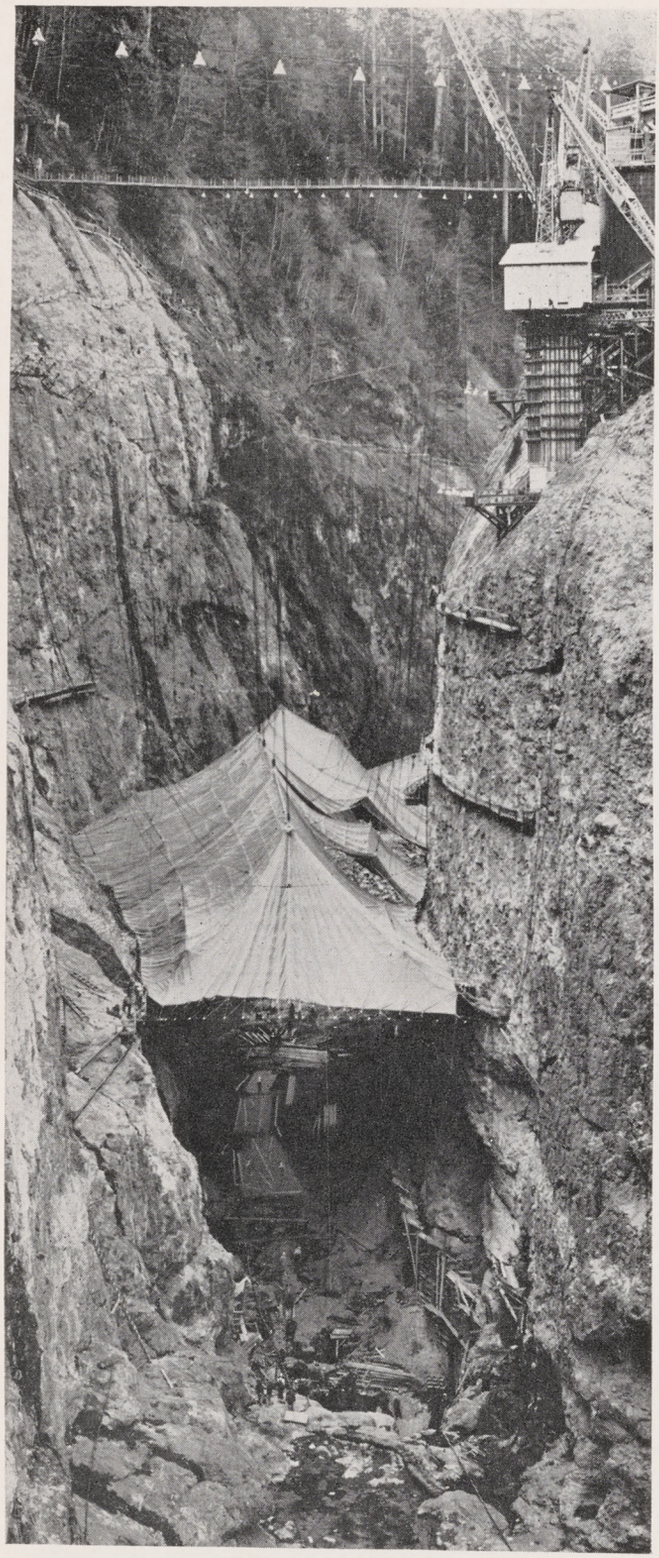
At the conclusion of the first Grand Coulee contract, the Atkinsons decided that they should return to the full time management of their own company business which had lagged during their absence, and so the MWAK group decided to bid the second Coulee contract in joint venture with the Six Companies group. Their bid was successful in the amount of $34,442,240; and this completion contract, in which the MWAK partners held a 50% interest, was completed under sponsorship of the Kaiser group.



Geo. H. Atkinson

Meanwhile, early in 1938 George had returned to San Francisco where the company had already been building several of the World's Fair structures. He and Guy had their usual discussion about carrying "excess overhead"; but in the end Guy agreed that they could keep five full-time engineers "even though we have no work" immediately in sight. George picked Ray Northcutt, Earle Holt, Earl Jennett, David Root and John Kier; and they formed the nucleus of the present large Atkinson permanent staff.

They estimated several large jobs, including the huge Shasta Dam, during these months but were unsuccessful, until in August 1938 they secured the $8,000,000 Hansen Dam at Los Angeles. This was a successful contract which was really the "starting job" for the permanent organization. George was Job Manager; Earle Holt, General Superintendent; Earl Jennett, Assistant Manager; Ray Northcutt, Assistant to the Man-



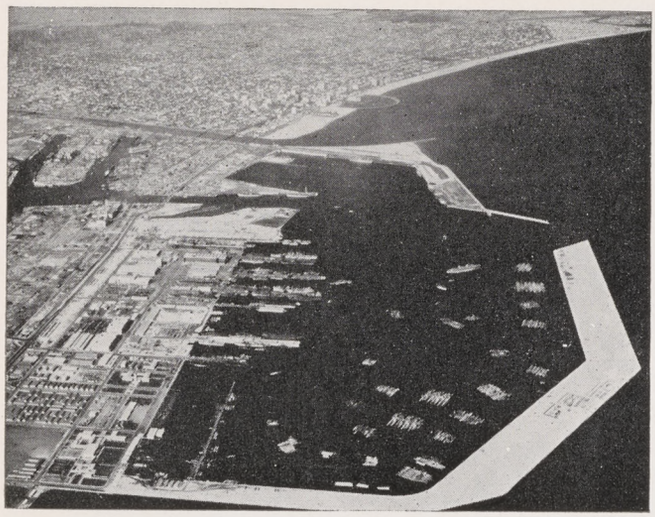
Tent over Mud Mountain Dam embankment

ager; David Root, Project Engineer; Richard Rofelty, Office Engineer; John A. Kier, Concrete Manager; Hugh Parker, Concrete Engineer; John Waugh, Office Manager; George Wintz, Head Warehouseman; Frank Bonner, Head Partsman; C. E. "Fergie" Ferguson, Master Mechanic; and Everett Govan, Chief Electrician. This was probably the strongest organization the company ever assembled on one job, and within two years thereafter six of these men were Job Managers on major Atkinson projects. Among the many innovations was the first high production use of the now famous Tournapull type of equipment.

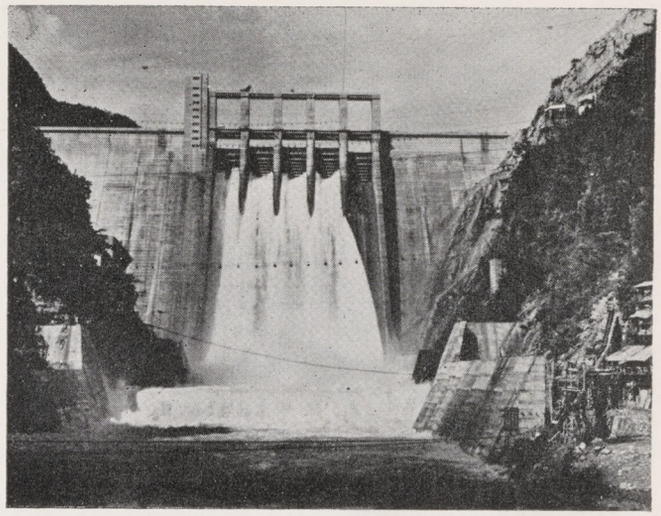
Later they secured the difficult $9,000,000 Mud Mountain Dam near Seattle, and Ray Northcutt and Dave Root went up to run this work. It was a hard, tough job in a very mountainous and rainy area. Since it proved impossible to build the prescribed earth fill core in the incessant rain, Guy Atkinson suggested that a huge tent be erected in the canyon to cover the core. This was not a "stunt," but the only practicable means of accomplishing the desired end; and after a heavy rigging job, the tent was erected and operated satisfactorily. This was the highest rock and earth fill dam in the world at the time of its completion.

Then early in 1940 the huge Denison Dam in Texas came up for bids. This consisted of 31,500,000 yards of excavation and fill; and was at the time of the letting the world's largest rolled earth fill dam yet to be constructed. The Atkinsons were low bidders. Senior Vice President Earle Holt, General Superintendent Gus Steiner, and Frank Bonner—now Vice President and Assistant General Manager of the company—were sent down to head the organization, and the job was just well started when World War II broke out. The job had been organized on a 48-hour week basis; but when the Government's rush building program of nearby cantonment and air base construction commenced on a 70-hour per week cost-plus basis, the problem of holding competent men became almost intolerable. Nevertheless Holt and his men pushed the job along and finally completed it early in 1944. Despite the war difficulties, it was a memorable job in many ways, had a fine organization, and several new adaptations for heavy equipment were worked out.

The Atkinson record during the war years was one of steady accomplishment. Many large projects were undertaken and completed in the general undergirding of the war effort. The $19,000,000 Excursion Inlet Army Terminal at Icy Straits, Alaska was pushed through despite many difficulties; and this was followed by the $65,000,000 Aleutians contract under which the company accomplished all the Army building construction work on Adak and Shemya Islands with additional facilities on Attu and Amchitka. Shemya had been an uninhabited "no-man's land" island when Vice President E. B. Skeels and his crew sailed in with an entire ship load of construction men and equipment. They went ashore with the troops and erected enough camp the first day so as to subsist until they could build more permanently. At the end of the second day, they had



Mole Breakwater and Roosevelt Naval Base



Sakuma Dam in Japan—1956

the mess hall nearly erected when it was discovered that it was directly in the path of the only anti-aircraft gun on the island which (when fired horizontally) was also intended to protect the new base against Japanese submarines. A quick move in location was made, and construction went ahead.

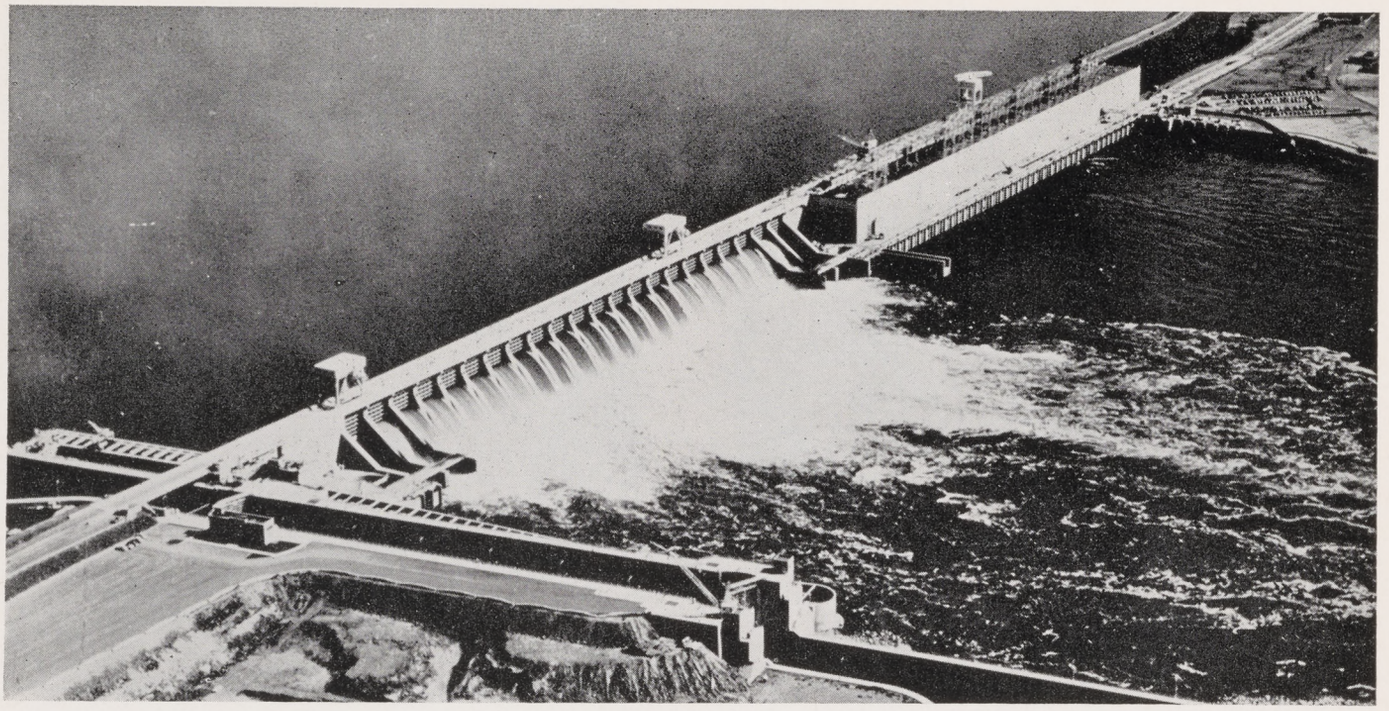
At about this same time the immense $67,000,000 Roosevelt Naval Base at Long Beach was being built by the Atkinson-Pollock combination with Vice President D. E. Root in charge. Also the Atkinson-Kier Company, with John Kier in charge, was building the $20,000,000 Navajo Ordnance Works at Flagstaff, Arizona; while other crews were doing the railroads and part of the water intake channels for the huge Hanford Atomic Works, completing the Keswick Dam, and a heavy fortification construction project at Neah Bay, Washington. In 1944 the company completed the large $9,000,000 mole breakwater for Roosevelt Base under a firm price contract.

Meanwhile, the Atkinsons had entered a shipbuilding partnership with the old Willamette Iron and Steel Corporation of Portland; and altogether this combination, which was managed by Vice President W. A. Kettlewell, produced some $200,000,000 in attack transports, destroyer escorts, and baby aircraft carriers for the U. S. Navy.

With the conclusion of the war, the company, along with other American business generally, had to reorient their thinking to a peacetime basis. They naturally sought to extend their activities and adopted the present plan under which all major jobs and divisions are operated out of the South San Francisco Main Office, while highway, bridge, building, waterfront, and similar projects are operated from the district offices in Seattle, Portland, South San Francisco and Long Beach. This general plan with some modifications has since proven an efficient way to handle the company's business. The company moved its main headquarters to South San Francisco in 1945.

Starting with a single "peace-time" contract for Channel Improvements and Tunnel Outlet Repairs at Boulder Dam in 1945, the business has rapidly increased again until its present scope wherein some 25 to 40 jobs are constantly under contract with several thousand men employed. One of the first large projects undertaken was the $8,000,000 Dorena Dam in Western Oregon where they headed a combination which also included the Kiers, Bressi and Bevanda, and A. Teichert & Son, Inc., with A. H. "Gus" Steiner as Project Manager. Later this same combination with the addition of Chas. L. Harney, Inc. and David Gordon undertook the $20,500,000 Harlan Dam in Nebraska and carried it to successful completion under the managership first of W. A. Kettlewell and later R. W. "Bob" Atkinson, a cousin of George's.

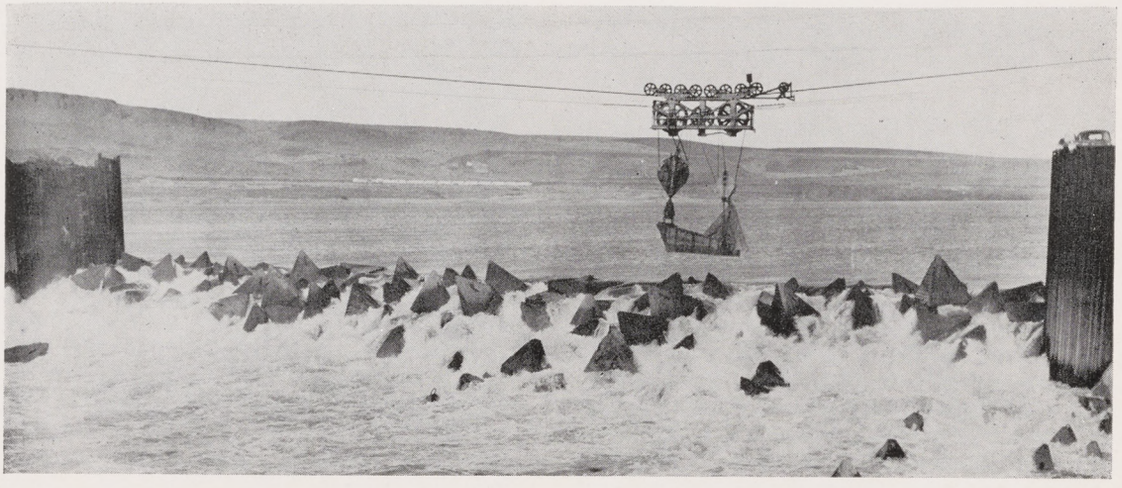
Then, in rapid succession, came the large $24,500,000 Pine Flat Dam near Sanger, California with Vice President Earl Jennett as Project Manager; and the rugged $23,000,000 Ross Powerhouse contract in the mountains north of Seattle. Vice President G. W. Wintz was Project Manager. Both were bid by the same general group of partners with Guy F. Atkinson Company sponsoring in each instance. Numerous medium size contracts such as the Gorge Powerhouse for the City of Seattle, the Anaheim Landing Breakwaters, Mills Airport embankment, and the Leroy Anderson Dam were built; while the Wilmington Steam Plant and Hyperion Outfall Sewer, Sewage Treatment Plant and Filter Dryer Plant



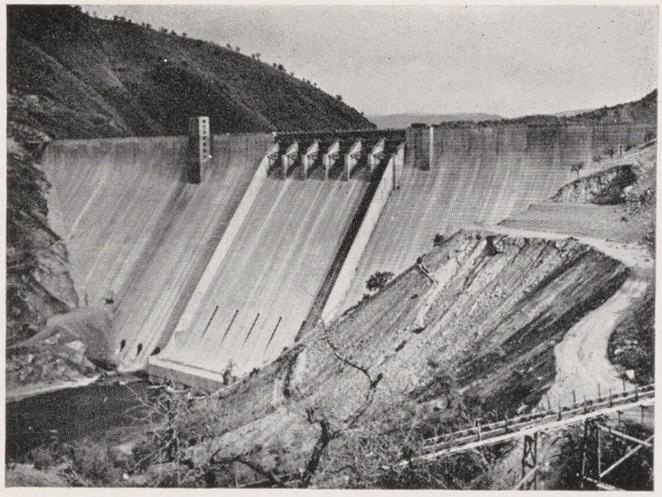
McNary Dam and Powerhouse

all for the City of Los Angeles were built directly under Vice President Dave Root's Long Beach District organization. Then there was also the immense atomic plant built at Hanford, Washington by the Atkinson-Jones Company with Atkinson's Vice President E. B. Skeels serving as General Manager during all the major construction. This contract ran over $250,000,00 and continued the organization's general rounding out in the many new types of work which it included.

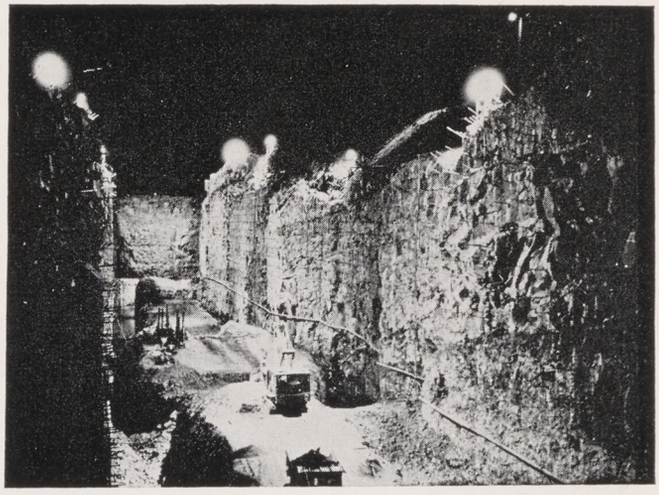
Next came the several contracts for the huge McNary Dam and Powerhouse project across the Columbia River near Umatilla, Oregon. Starting with an $800,000 contract for the excavation of the locks in 1948 Guy F. Atkinson Company next took the $1,200,000 Washing-



Closing the Columbia River with concrete tetrahedrons—McNary Dam, 1950

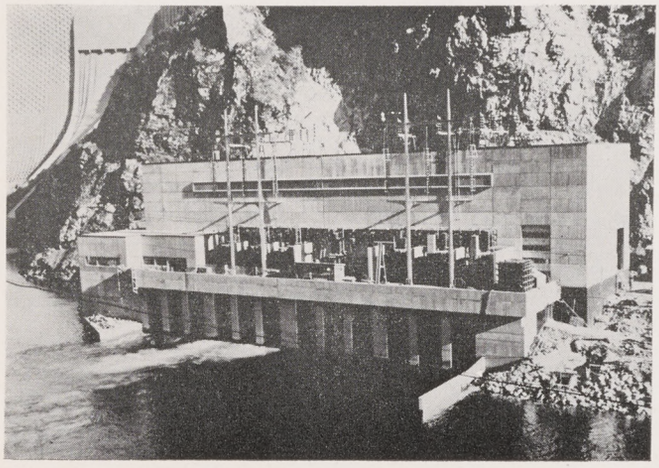


Pine Flat Dam

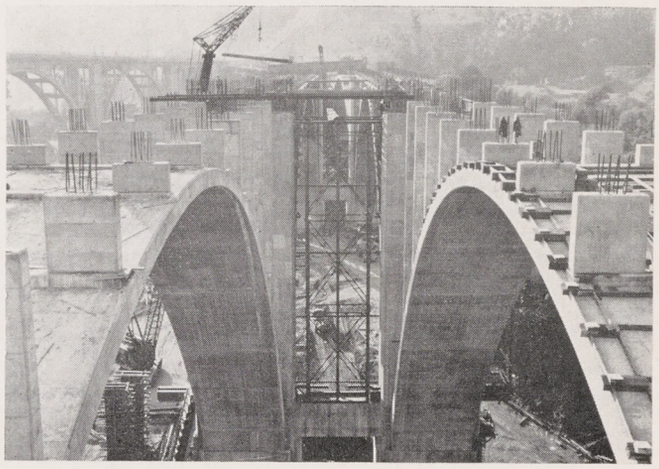


The Dalles Navigation Lock—Note vertical sides

ton Cofferdam project; and then, with the J. A. Jones Construction Co. and Ostrander Construction Co. as associates, took the $23,500,000 Navigation Lock contract, the $18,500,000 Oregon Powerhouse contract, and then the $62,500,000 Completion contract. After two smaller contracts, next came the final powerhouse contract in the amount of $2,000,000 so that, all in all, the organization was low bidder on eight successive McNary lettings for contracts totalling some $109,000,000. Incidentally, the second bids on these jobs totalled some $14,000,000 more than the Atkinson group's bids, but nevertheless each contract was a financially successful one. The main closure of the Coulmbia River was finally accomplished by the use of concrete tetrahedrons and was certainly one of the most difficult ever accomplished. The huge completion contract called for building 12 units of the powerhouse substructure within 19 months, and this was also a record accomplishment. Some 4000 men were employed, and several fine leaders were developed and have become permanent members of the Atkinson organization. Vice President and Chief Engineer R. S. Kerr and Vice President Grant P. Gordon gave home office supervision to the Project; while Vice President John J. Morton was in charge of all field work and his personal effort and devotion made this fine accomplishment possible.



Ross Powerhouse

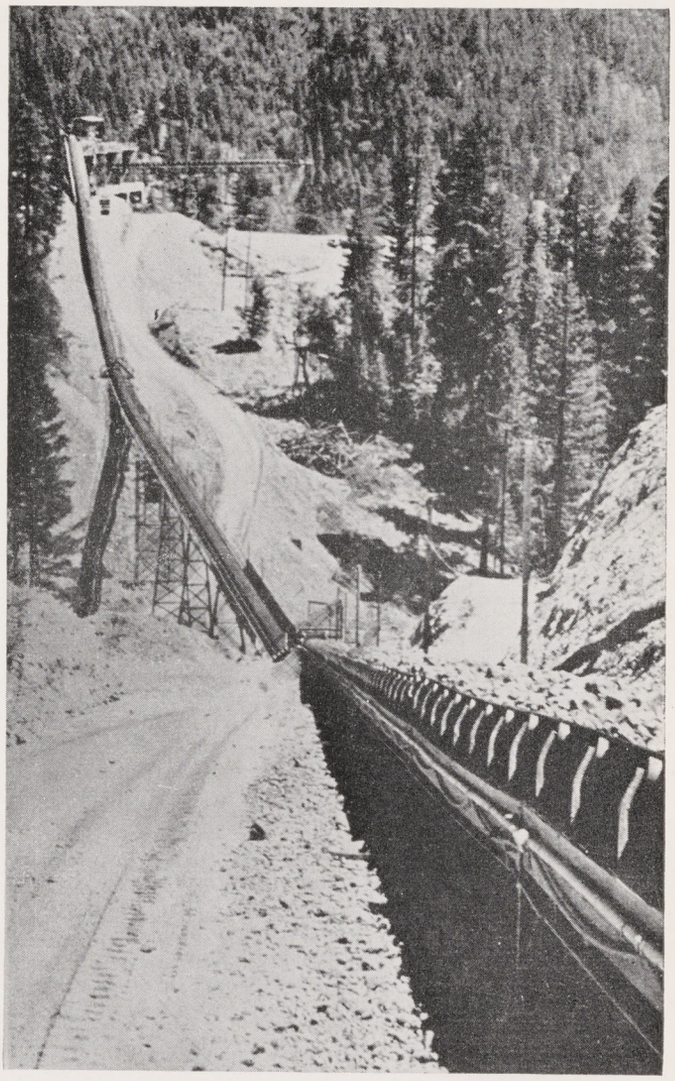


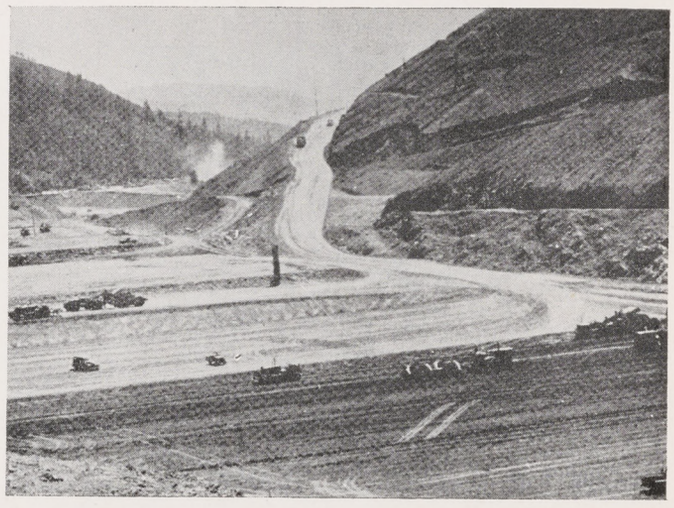
High Arch Spans on Pasadena Bridge

Following the McNary construction came many additional major jobs including four of the seven main contracts for The Dalles Dam and Powerhouse—the Spillway Dam, the Second Section of the Powerhouse, the Navigation Locks and the Main Closure Dam—totalling some $56,000,000 in value. John Morton was also Manager here and continued along with much of the McNary personnel although this contract was held by a partnership of the Atkinson and Ostrander companies. Meanwhile, the risky Rock Island Dam repairs were completed—again under John Kier's managership; and the $35,000,000 Ward Cove Pulp Mill project at Ketchikan, Alaska was being completed by the Atkinson-Wright forces. The $55,000,000 Sakuma hydroelectric project in Japan, under W. A. Kettlewell with Hugh Parker as Project Manager; and the $24,000,000 Ambuklao Dam in the Philippines, with Geo. H. Archibald as Project Manager and Earl Walsh as Superintendent, were being pushed to completion; and both the $10,000,000 Pelton Dam, where Vern Bradley was, until being promoted to Hartwell, Manager and was succeeded by Johnathan Goodier; and the $12,500,000 North Fork Dam were under way for the Portland General Electric Company. Likewise the $8,250,000 Coyote Dam in Northern California was being built for the Army Engineers under W. J. Clough's supervision; while a $3,000,000 artificial rock island was being constructed near Rincon, California; large titanium plant facilities were being built for the Titanium Metals Corporation at Henderson, Nevada; the $6,800,000 Interstate Bridge, and later the $11,000,000 Swift Hydroelectric projects were under construction near Portland with Geo. T. McCoy, Jr., as Manager on both; while some $30,000,000 in heavy contracts for California freeways, including the large Colorado Street Bridge at Pasadena, were being handled by the local district offices.

As a result of their connection during the war, the company maintained its interest in Willamette Iron and Steel activities and finally bought and took over its operations in 1946. The present operation at Portland is an integral division of the parent company, and its activities cover a wide range of manufacturing and heavy shop fabrication. Its Marine section is almost continuously busy with repair contracts varying from small to very large jobs. Their most important conversion contract was the rebuilding—virtually from the keels up—of two fast, modern freighters into the Matson luxury liners, "Mariposa" and "Monterey." This $30,000,000 contract took some two years and earned the Willamette crews the plaudits of the maritime industry generally. Then there is also the Bingham Pump division which manufactures and distributes high-grade industrial and chemical pumps; and most recently Willamette has undertaken the manufacture of heavy cone and ball valves. Vice President E. M. Jennett now heads up all these activities at Portland and is ably assisted by a loyal and efficient staff.

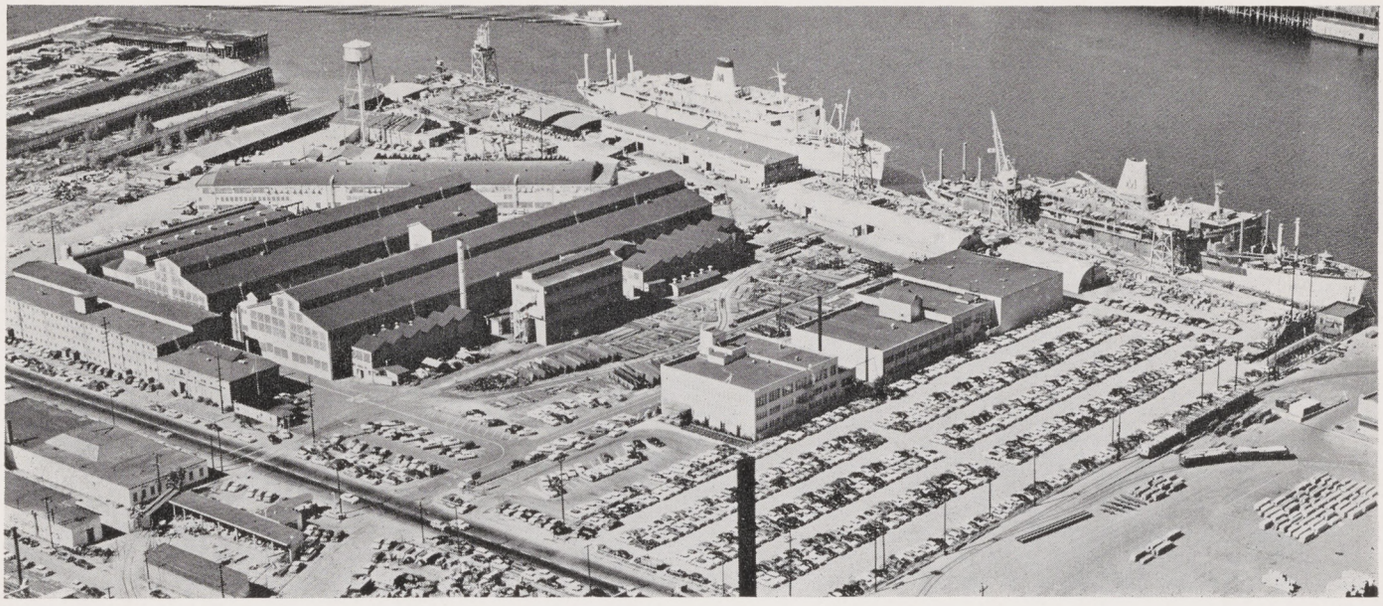
In general, the Atkinson organization has been so busy at home that they have not had to look overseas





Trinity Dam

Upper—Belt Line Lower—Main Embankment



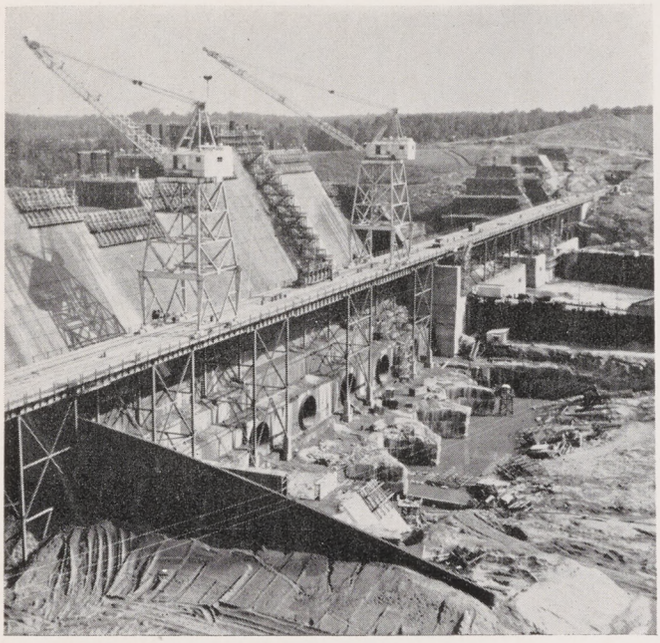
Willamette Iron and Steel Company plant in Portland, with "Monterey" and "Mariposa" in background.

for work. However, besides their Alaskan, Japanese, and Philippine experience, they were associated with Johnson, Drake & Piper in a $64,000,000 contract for reconstruction of the railroads and highways in Greece after the war; and later, in association with the J. A. Jones organization, in a $36,000,000 building program in Okinawa—both for the U. S. Army Engineers.

The organization is maintaining the same tempo in its present operations, and so they have a number of large, active jobs. First of these is the $48,500,000 Trinity Dam contract near Weaverville, California. Their partners are Ostrander, M. J. Bevanda Co., Inc., Chas. L. Harney, Inc., A. Teichert & Son, Inc., and Trepte Construction Co., with GFACo sponsoring and Vice President A. H. "Gus" Steiner as Project Manager. This is one of the largest earth moving jobs in the world today and has been widely publicized because of the use of a two-mile belt conveyor system to transport the main impervious borrow material from a mountain top to the dam some 1500 feet below in elevation. About 1000 men are employed and the work is moving ahead right on schedule.

Then there is the large Sitka Pulp and Paper Mill plant, again in partnership with the Howard S. Wright & Co., Inc., of Seattle, with Ralph Hawkins of Atkinson as Project Manager and Earl J. Peters of the Wright organization as General Superintendent. The $22,000,000 Hartwell Dam at Hartwell, Georgia is a major job with Atkinson's Vern Bradley as Project Manager. It is their farthest venture East in the United States so far. It has required quarrying and crushing all the concrete aggregates from a granite deposit, and has been well publicized because of its use of the initial installation of concrete cooling of aggregates by the vacuum process. Then there is the $24,000,000 Ice Harbor Powerhouse and Locks Project near Pasco, Washington, with George T. McCoy, Jr., as Project Manager; and the just awarded $19,000,000 Oahe Powerhouse and Surge Tank Foundation contract near Pierre, South Dakota where James R. Johnson is serving as Project Manager.

Guy F. Atkinson Company's Earl Walsh is managing the $8,000,000 Cherry Tunnel contract where L. E. Dixon Company and The Arundel Corporation are also partners; while the company are also participants in the $55,000,000 Rocky Reach Powerhouse contract which the Dixon organization is sponsoring. Atkinson's other jobs include the large Success Dam at Porterville, California with W. J. Clough as Manager; a sizeable group of California freeway propects run by their Central district in South San Francisco with Vice President R. W. "Bob" Atkinson as Manager; and several major harbor projects in the Long Beach area where R. K. "Bob" Boyd now heads that district office. The $56,000,000 Miboro Dam in Japan is in full progress and completion is expected early next year. R. G. Rofelty is Manager. All in all, when taken along with their other regular activities such as their normal building



Hartwell Dam under construction

Jobsite safety meeting

and highway programs, their Willamette Iron and Steel activities, and a constant succession of bidding new projects, it is obvious that the key Atkinson personnel are keeping very busy. Guy Atkinson, at the age of 84, is still active and visits practically all the jobs on a regular schedule. Young men are added to the organization from time to time, and they now include several fifth generation Atkinsons.

One of the new developments in the past year has been the purchase of the United Construction Company of Minnesota—a previous joint-venturer on the $15,000,000 Greenup Locks project—and the taking over of its key personnel. The organizations had learned to work well together; and when the controlling stockholders of United decided that they should liquidate their holdings in that company on account of their advanced age, it became a natural thing for the two organizations to join forces. J. A. Henderson, who formerly headed United, has become an operating Vice President of the Atkinson organization, and the other key men have fit right into the Company activities.

As the company organization rounds out and matures it has developed several specialized departments to handle the many intricate problems facing major construction companies today. Besides the normal engineering, estimating, equipment, fiscal and accounting, purchasing, labor relations, legal and other recognized activities, the organization now includes Insurance, Salvage Equipment Sales, Employee Development, and Safety departments. The Atkinson organization has always prided itself on its safety record and its engineers stress "on the job" education for the various foremen and craft superintendents as being one of the best ways to maintain safe working conditions on the job. The employee development program is a broad one and it covers the entire field from classes for the young trainees to encouragement of the broader development of the more experienced men in the organization.

Of course, any company history such as this could not be really complete without the personal mention of the literally hundreds of individuals, both men and women, who have had a part in its development. Lack of space permits the mention of only a few of the project managers from this large team of engineers, business managers, office men, mechanics, field superintendents and foremen, who together with their loyal wives and families, have moved from job to job and maintained the high morale and hard-hitting effectiveness of the Atkinson organization. To these experienced hands we say "Congratulations!", while to the many young men who are just commencing this venture, we say "You're headed in the right direction—Go to it!"

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